Accreditation: A Proven Management Model

2008 Annual Report
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2008 ended with a global recession affecting all segments of the economy and directly impacting local, state and provincial public safety departments’ budgets and operations.

Public safety agencies were increasingly required to operate with reduced budgets, often requiring drastic measures including hiring freezes, overtime cutbacks, reduced acquisition of new technologies, and reduction/discontinuance of various types of professional training. At the same time, law enforcement agencies reported initial increases in certain types of crime, such as robberies and burglaries, which often see a rise in an economic downturn.

Despite the gloomy economic picture, however, there were several bright spots for the public safety profession:

- The number of law enforcement officers killed in the line of duty was down nearly 27 percent in 2008. This was a dramatic reversal from 2007, when officer fatalities reached one of the highest levels in two decades. In fact, the total for the year was the lowest since 1960.

- The large economic stimulus package that was being developed at year’s end included new/additional funding for U.S. public safety agencies, especially state and local law enforcement. Among the major law enforcement programs affected were the Byrne Justice Assistance Grant program that has funded drug task forces, after-school programs, prisoner rehabilitation and other programs and the Community Oriented Policing Services program with the funds specifically earmarked for the hiring and rehiring of additional law enforcement officers and civilian public safety personnel. The package also included funds to provide assistance and equipment to local law enforcement agencies both along the Southern U. S. border, as well as in rural areas.

- Seventy-nine new public safety agencies entered CALEA’s Accreditation/Recognition programs. In doing so, they recognized that the CALEA Process is a proven, inexpensive, modern management model and one that, now more than ever, can become a key element in any public safety agency’s ability to manage diminishing resources and plan for an uncertain future.

It was a year that saw the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA®) continue to improve and expand its services as well as enhance CALEA’s effectiveness and role in the public safety community. This included the implementation of new procedures and strategies designed to reduce the cost of accreditation/recognition while maintaining the process’s integrity and credibility. A summary of significant activities and accomplishments in 2008 follows.

HISTORY

The Commission was founded in 1979 through the combined efforts of the International Association of Chiefs of Police (IACP), the National Organization of Black Law Enforcement Executives (NOBLE), the National Sheriffs’ Association (NSA), and the Police Executive Research Forum (PERF). The Commission is a private, nonprofit, tax-exempt (501[c]3) corporation and is not part of any governmental entity. Twenty-one Commissioners from the public safety profession as well as the public and private sector form the Board of Directors.

The Commission was established for two reasons: to develop a set of law enforcement standards, and to establish and administer an accreditation process through which law enforcement agencies could demonstrate voluntarily that they meet professionally recognized criteria for excellence in management and service delivery. Over the years, additional credentialing programs have been developed. In January 1999, the Public Safety Communications Accreditation Program for public safety communications centers was developed, followed by the CALEA Recognition Program, which is tailored for smaller law enforcement agencies. In 2001, CALEA launched the Public Safety Training Academy Accreditation Program. As a whole, these programs have produced a modern management model for public safety agencies.

MISSION

The Commission’s overall mission remains to improve the delivery of public safety services, primarily through voluntary public safety agency accreditation and recognition programs, organized and maintained in the public interest. Once implemented, these programs offer an agency’s Chief Executive Officer, on a continuing basis, a blueprint that promotes the efficient use of resources, improves service delivery, and strengthens existing procedures; all while creating a solid foundation for the agency’s future.
The year saw several new endeavors and the completion of others; all reflecting CALEA’s continuing pro-active approach to addressing contemporary issues facing public safety agencies. The following is a summary of the significant, 2008 activities and accomplishments that will continue to increase CALEA’s ability to meet its mission.

**Manual Revision**
CALEA continued to undertake periodic reviews of its standards manuals so as to ensure the standards’ relevance and timeliness with regard to the contemporary needs of the public safety profession. The year saw the completion of a final draft of the 2nd Edition of the Standards for Public Safety Training Academies. The draft was approved by the Standards Review and Interpretation Committee at the Fall Conference and put on CALEA's website for comments from the field.

The new edition was the product of an in-depth review of the existing training academy standards in terms of clarity and current relevance. The review involved wording changes, adding and deleting standards and bullets, splitting of standards, changing compliance levels, clarifying commentary, as well as adding or clarifying glossary terms.

**Less Lethal Technology Project**
The year saw a continued debate over the use of less-than-lethal technologies by law enforcement agencies. A series of unfortunate, well-publicized incidents served to polarize both proponents and opponents of the new technologies. The focus of this controversy was how and when to use less lethal technologies with a clear emphasis on proper training, policies, and procedures.

The debate reached such a level of concern that the U.S. Department of Justice convened a Less Lethal Technology Working Group which held a series of meetings beginning in 2005. CALEA played a key role in the discussions as well as hosting several of these meetings in 2006, 2007 and 2008 at its Fairfax, Virginia, headquarters.

Agencies represented at these meetings included the Department of Justices’ Office of Communications, the National Institute of Justice, the Bureau of Justice Assistance, and the Community Oriented Policing Services. Among the other organizations represented were CALEA, the Fraternal Order of Police, the IACP, NSA, NOBLE, PERF, Police Foundation, and the Major City Police Chiefs Association.

The purposes of these meetings were to: (1) examine the current state of research on less lethal technology; (2) discuss accountability, policy, and training issues; (3) develop a model policy on the use of less lethal technology; and (4) develop a communications plan for use by law enforcement CEOs.

**CALEA-Rand Project**
A representative of the Rand Corporation approached CALEA to present a proposal for holding a small conference to (1) review the work CALEA has already done on developing measures to compare performance of police agencies, and, (2) plan a future course of action. Five CALEA Accredited agencies volunteered to take part in this new project. The project began with a meeting of the appropriate CALEA, Rand and agency personnel in February 2008. This group developed a number of potential measures that were reviewed on-site for feasibility.

In June of 2008, Rand and CALEA applied for an additional DOJ grant that would expand the scope of the project to five, additional CALEA agencies. This $200,000 grant was received in October and a meeting of personnel from the original four agencies and the additional agencies is planned for May 2009.

**Marketing**
At the Fall 2008 Conference, an ad hoc Commission Committee on Marketing was established. This committee, along with appropriate CALEA staff, was scheduled to meet before the 2009 Spring Conference to develop specific recommendations and a suggested budget.
To support this work, a series of new reports were developed as an aid in evaluating CALEA’s marketing efforts. These included agency retention rates, an analysis of why agencies withdraw from the process and an analysis of what attracts new agencies to enter the CALEA Process.

**Cost Savings Measures**

CALEA consistently searches for strategies to make the accreditation process more cost effective for client agencies. At the Fall Conference, the Commission approved a pilot program for beta testing with select B-sized agencies seeking accreditation. This program is specifically designed to reduce the expense of on-site assessment activities, thereby reducing the overall cost of accreditation.

The cost savings are accomplished through the following changes in the current on-site procedures:

- Increasing the number of files reviewed by the assessment team off-site.
- Reducing the number of days assessors are on-site.
- Increasing the number of off-site workdays for assessors.
- Reducing the number of lodging nights required during the on-site.
- Reducing the number of assessors utilized.

CALEA believes these strategies can be employed without negatively impacting the integrity of the accreditation process or the quality of the assessment. In addition, the changes will create greater opportunities for the assessment teams to interact with staff of client agencies. Participation in this program is strictly voluntary and candidate agencies are being consulted about the pilot project. CALEA will be evaluating this strategy over the next several accreditation cycles and will solicit feedback to determine its effectiveness and appropriateness.

**Database Upgrade**

Early in the year, CALEA sent out an RFP concerning technical services designed to upgrade, integrate and expand CALEA’s existing database. CALEA choose Solution Developers, Inc. to undertake this task under a fixed price contract. This involves a tight time-line with sequential implementation of the various stages. Completion is scheduled for October 2009.

**CALEA’s Mexican Clients**

A number of measures were continued and expanded relative to CALEA’s growing number of Mexican agencies:

- CALEA’s part-time Field Representative continued to work as liaison between CALEA Staff and CALEA’s Mexican clients.
- Various CALEA materials have been translated into Spanish including the 5th Edition, portions of CALEA’s website and the *CALEA Process and Programs Guide*.
- An increased number of courses in Spanish were presented at CALEA Conferences.

**Software Update**

The CALEA Accreditation Compliance Express (CACE) software program, developed to facilitate the administrative management aspects of the accreditation process, continues to be streamlined and updated for flexibility. CACE now includes the tables provided for in the new Assessment Report. CACE version 2.0 SP1 was released in September.
**OPERATIONS**  
*Commission Conferences*

### Atlanta, Georgia | March 12-15, 2008

- In addition to the CALEA Programs and Process related training, with selected courses in Spanish, the following workshops were held: APCO-Developing a True QA/QI Program; APCO-What the APCO Institute Can Do For You; Challenges of International Terrorism: What it Means for Local Law Enforcement; Child Abduction Response Team; Credible Courtroom Testimony; Crises Intervention Teams (CIT); Effective Communications with Mentally Ill Persons; Cybertips: Investigating Child Pornography; Designing New Police Facilities; Investigative Failures; Medical Effects of the Taser; Overcoming Language Barriers: Solutions for Law Enforcement; Planning for Success; PowerPoint Applications for Accreditation; Recruitment and Selection of Law Enforcement Officers; and, Tri-State Crematory Investigation.

- Mock Assessment training was introduced.

- The following groups met: Canadian Police Accreditation Coalition; Public Safety Communications Accreditation Support Network; State Agency Accreditation Coalition; and the Latin Police Accreditation Coalition.

- The following Standing and *ad hoc* committees met: Awards; CALEA Agency Support Fund; Corporate Affairs; Investment; Outreach; Standards Review and Interpretation; and Strategic Planning.

- A special presentation was made on “How Prince William County in Virginia is Addressing Illegal Immigration.”

- A Full Commission Business Session was held.

- A special luncheon for new attendees was hosted.

- Sixty-seven agencies were reaccredited.

- One agency was re-recognized.

- Initial CALEA Accreditation was awarded to 14 new agencies.

- Four agencies were awarded CALEA Recognition.

- Four agencies were recognized through the Alliance Program.

- Commission accepted the 2007 CALEA Annual and Audit Reports.

- A CALEA Exhibit Hall was held.

- Attendance: 976.

### Boca Raton, Florida | July 23-26, 2008

- In addition to the CALEA Programs and Process related training, with selected courses in Spanish, the following workshops were held: A First Responders Program for Law Enforcement Agencies; APCO-What the APCO Institute Can Do For You; Communities Against Senior Exploitation (CASE) Partnership; Coral Springs Police Department’s Field Program; Crisis Intervention Training; Developing Fitness Programs for Law Enforcement Agencies; Documenting Communications Officer Training; Identifying and Locating Missing Children; Intelligence Led Policing; Multicide: A Primer on Spree, Mass and Serial Killing; Response to the Active Shooter; Traffic Homicide-The Search for Evidence; and Weapons of Mass Destruction (WMD) Crime Scene Management and Evidence.

- The following panels were presented: Accreditation Manager Discussion; CEO Discussion; and Hosting a CALEA Conference.

- The following groups met: Canadian Police Accreditation Coalition; Public Safety, Communications Accreditation Support Network; State Agency Accreditation Coalition; and the Latin Police Accreditation Coalition.

- The following Standing and *ad hoc* committees met: Awards; CALEA Agency Support Fund; Corporate Affairs; Outreach; Standards Review and Interpretation; and Strategic Planning.

- CALEA received APCO’s prestigious *Presidential Award*.

- A Full Commission Business Session was held.

- A special luncheon for new attendees was hosted.

- Forty-eight agencies were reaccredited.

- Accreditation was awarded to 12 new agencies.

- CALEA Recognition was awarded one agency.

- Three agencies were recognized through the Alliance Program.

- A draft budget for Fiscal Year 2009 was reviewed.

- Initial proposals for conference sites in 2011 were reviewed.

- A CALEA Exhibit Hall was held.

- Attendance: 749.
In addition to the CALEA Programs and Process related training, with selected courses in Spanish, the following workshops were held: “A Criminal Alien and ICE Please”; Active Shooter, A Command Perspective; APCO-What the APCO Institute Can Do for You; APCO-Documenting Communications Officer Training; Command Presence; Ethical Drift: When Good People Do Bad Things; Fusion Centers: Saving Our Community Through Information; High Profile Trials-Assessment and Planning; Managing Law Enforcement Initiatives; Meeting CALEA’s Crime Analysis Standard 15.3.1; The Mental Health Response Officer Program; Police Driving: Safety Between the Cones; and “Through the Eyes of a Child”-Interviewing Children About Violence.

The following panels were presented: Accreditation Manager Discussion; CEO Discussion; and Hosting a CALEA Conference.

The following groups met: Canadian Police Accreditation Coalition; Latin Police Accreditation Coalition; Public Safety Communications Accreditation Support Network; and State Agency Accreditation Coalition.

The following Standing and ad hoc committees met; Corporate Affairs; Investment; Outreach; Standards Review and Interpretation; and Strategic Planning.

A Full Commission Business Session was held.

A special luncheon for new attendees was hosted.

Forty-nine agencies were reaccredited.

Accreditation was awarded to 12 new agencies.

Two agencies were granted CALEA Recognition.

Two agencies were recognized through the Alliance Program.

The budget for Fiscal Year 2009 was adopted.

Conference sites for 2011 were selected.

CALEA Executive Board for 2009 was selected.

A CALEA Exhibit Hall was held.

Attendance: 577.
Throughout the year, CALEA continued to recognize outstanding individuals and agencies involved in the accreditation process.

**CALEA TRI-ARC**

This unique award is granted to public safety entities that concurrently hold all three CALEA Accreditation awards: Law Enforcement; Public Safety Communications; and Public Safety Training Academy. The 2008 recipient was the El Paso County Sheriff’s Office, El Paso, Texas. The “TRI” reflects the three accreditation programs and “ARC” symbolizes the synergistic power and light created as the result of an unusual achievement.

**Assessor Awards**

In 2005, the Commission began to recognize at each annual Fall CALEA Conference those public safety officials who have shown their long-term commitment to CALEA by serving as an assessor; the Commission’s “eyes and ears” in the accreditation process. It was determined that a Certificate of Appreciation would be awarded to those persons who have served as an active CALEA Assessor for 10 or more years. In addition, a special award is designated for active assessors who have served 20 or more years.

At this year’s Fall Conference, ten active CALEA Assessors were recognized for serving 10 or more years. Two additional CALEA Assessors qualified for the 20 Year Award: Chief Michael Dickey, Fairfield (OH) Police Department and Director Howard Shearer (Ret.), Delaware Municipal Court Security, Delaware, Ohio.

**CALEA Flagship Agency**

This program is designed to acknowledge the achievement and expertise of some of the most successful CALEA Accredited agencies. It is also meant to provide exemplary guidance to other agencies seeking accreditation. Flagship Agencies are chosen from each round of on-sites by agency type, program, and their past success with the accreditation process. These agencies are invited to exhibit at the CALEA Conference to display their agency directives, offer networking opportunities, and share their experience with CALEA Accreditation.

The following agencies were designated as CALEA Flagship Agencies in 2008:

- Alachua County (FL) Sheriff’s Office
- Combined Communications Center
- Arizona State University Police Department
- Boca Raton (FL) Police Services Department
- Brentwood (TN) Police Department
- Canadian (AB) Pacific Police Service
- Cape Coral (FL) Police Department
- Cobb County (GA) 911 Communications Bureau
- Collier County (FL) Sheriff’s Office
- Columbia County (GA) Sheriff’s Office
- Durham (NH) Police Department
- Fayetteville (GA) Police Department
- Garner (NC) Police Department
- Harris County (TX) Sheriff’s Office
- Henderson (NC) Police Department
- Kansas City (KA) Police Department Training Academy
- Las Vegas (NV) Metropolitan Police Department
- Lincoln (NE) Communications Center
- Oakland (CA) Housing Authority Police Department
- Ohio Department of Taxation-Enforcement Division
- Oklahoma State Bureau of Investigation
- Onondaga County (NY) Department of Emergency Communications
- Plano (TX) Public Safety Communications
- Powell (OH) Police Department
- Sevierville (TN) Police Department
- South Carolina Law Enforcement Division
Southwest (IL) Central Dispatch
St. Charles (IL) Police Department
St. Joseph (MO) Police Department
University of Alabama Police Department
University of Florida Police Department
Valdosta (GA) Police Department
West Des Moines (IA) Police Department

At the Opening Session of each CALEA Conference, CALEA’s Flagship Agencies are announced and they receive a special certificate at the Conference’s Celebration Banquet. In addition, these agencies are identified in the CALEA Update magazine.

**CALEA Certificate of Meritorious Accreditation**

This award is presented to agencies that have been CALEA Accredited for 15 or more continuous years. These agencies receive enhanced wall certificates and are identified and presented at each of the three annual conferences. The following agencies received this certificate in 2008:

- Bismarck (ND) Police Department
- Boca Raton (FL) Police Services Department
- Buffalo Grove (IL) Police Department
- Burlington (NC) Police Department
- Charleston (SC) Police Department
- Clark County (WA) Sheriff’s Office
- Colorado Springs (CO) Police Department
- Danvers (MA) Police Department
- DeKalb County (GA) Police Department
- Harrisburg (PA) Bureau of Police
- Henrico County (VA) Division of Police
- Indian River County (FL) Sheriff’s Office
- Kingsport (TN) Police Department
- Las Vegas (NV) Metropolitan Police Department
- Lebanon (OH) Division of Police
- Lincoln (NE) Police Department
- Monroe County (NY) Sheriff’s Office
- Naples (FL) Police and Emergency Services Department
- New Castle County (DE) Division of Police
- Newport News (VA) Police Department
- Palm Beach (FL) Police Department
- Prince George’s County (MD) Police Department
- Rome City (GA) Police Department
- Salisbury (MD) Police Department
- St. Charles (IL) Police Department
- St. Johns County (FL) Sheriff’s Office
- Tallahassee (FL) Police Department

CALEA Meritorious Agencies are announced at the Conference’s Celebration Banquet as well as recognized in the CALEA Update magazine.
The Commission

A Commission Board composed of 21 members governs CALEA. They reflect representation from local, state/provincial and international law enforcement and public safety organizations, along with business, academia, the judiciary, and state/provincial and local government. The Commissioners are appointed by the four founding law enforcement organizations and serve a three-year term and may be reappointed to two additional terms. They serve without compensation, with their travel and accommodations expenses being reimbursed by CALEA.

The Commission elects a Board of Officers at each November CALEA Conference for the following year. The 2008 Executive Board was: Chairperson/President, James M. O’Dell, Chief of Police, Kettering, Ohio; Vice Chairperson/Vice President, Louis Dekmar, Chief of Police, LaGrange, Georgia; Secretary, Robert Greenlaw, Director, Blaine County Emergency Communications, Hailey, Idaho; and Treasurer, James N. Robey, Senator, 13th District of Maryland.

At year’s end, Commissioners Bowman, Greenlaw, Polisar, and Robinson were reappointed for the 2009–2011 term. In addition, three new Commissioners were appointed for the 2009–2011 term: Chief Richard Myers, Colorado Springs (CO) Police Department; Mayor Steven DeBenedittis, Herndon, Virginia; and, City Manager Curtis Holt, Wyoming, Michigan. Commissioners O’Dell, Austin and Vigil-Giron retired from the Commission.

Commissioner Biographies

Charles P. Austin, Sr.

Charles Austin is the City Manager for the City of Columbia, South Carolina. Previously, he was the Commissioner/First Assistant City Manager for Public Safety for the City of Columbia and was also chief of the Columbia Police Department, a CALEA Law Enforcement Accredited agency since 1999. He is a graduate of Erskine Theological Seminary, and holds a Master’s degree in criminal justice from the University of South Carolina and a Doctorate of Divinity degree from the Carolina Theological Bible Institute. He retired from the Commission in December 2008.

Theron L. Bowman

Theron Bowman is the Chief of Police of the Arlington (TX) Police Department, a position he has held since 1999. Chief Bowman is a member of the International Association of Chiefs of Police, where he serves on the Executive Committee, the Financial Review Committee, and the IACP Foundation, as well as a member of the Police Executive Research Forum and the National Organization of Black Law Enforcement Executives. He received a Bachelor’s degree in biology, Master’s degree in public administration, and a Doctorate degree in urban and public administration, all from the University of Texas at Arlington. He is also a graduate of the FBI National Academy, the FBI National Executive Institute, and the Senior Management Institute for Police. Chief Bowman is also a lecturer and adjunct professor for several colleges and universities and has frequently published articles on law enforcement topics. The Arlington Police Department has been CALEA Law Enforcement Accredited since 1989.

Gayle M. Cameron

Gayle Cameron began her career in 1980 as a road duty trooper in southern New Jersey for the New Jersey State Police. With progressive advancement, she held command positions in several sections including the Forensic Science Bureau, Identification & Information Technology, Division Human Resources, and Administration before retiring in May 2008 as Deputy Superintendent of Investigations with the rank of lieutenant colonel. Commissioner Cameron has a Bachelor’s degree from Bridgewater State College and a Master’s degree from Seton Hall University. She also graduated from the FBI Law Enforcement Executive Development Seminar and the Northwestern University School of Staff and Command. She is a member of several professional organizations including past president and founding member of New Jersey Women in Law Enforcement, the International Association of Chiefs of Police, and the National Association of Women Law Enforcement Executives. The New Jersey State Police has been CALEA Law Enforcement Accredited since 2007.

Gary W. Cordner

Gary Cordner is a professor in the Department of Criminal Justice, Kutztown University, Pennsylvania. Prior to his teaching career, he was a police officer in Ocean City, Maryland, and was the chief of the St. Michael’s (MD) Police Department. Dr. Cordner is a past editor of the American Journal of Police and Police Quarterly, past President of the Academy of Criminal Justice Sciences (ACJS), and co-founder and past President of the Police Section of ACJS. He is co-author of several textbooks, and has published numerous articles and book chapters on community policing, police administration, and related topics. He has a Bachelor’s degree in criminal Justice from Northeastern University, a Master’s degree in criminal justice and a Doctorate degree in social science/criminal justice from Michigan State University. Dr. Cordner was the recipient of the Outstanding Educator Award by the Southern Criminal Justice Association, and outstanding alumnus awards by Northeastern University and Michigan State University.

Louis M. Dekmar (Vice President/Vice Chairperson)

Louis Dekmar is the Chief of Police of the LaGrange (GA) Police Department and also serves as the Vice President/Vice Chairperson of the Commission. He is a member of the International Association Chiefs of Police, the past President of the Georgia Association of Chiefs of Police, a former Council Member for the Georgia Peace Officer’s Stan-
John D. Glover

John Glover retired as Vice President of Corporate Security from Bristol-Myers Squibb Company in 2002. He was a Special Agent with the FBI from 1966 to 1989, retiring as one of three Executive Assistant Directors who reported directly to the director of the FBI. He is a member of the Society of Former FBI Agents, a member of the International Association of Chiefs of Police and numerous other law enforcement associations. He was formerly Co-Chairman of the United States Department's Overseas Security Advisory Counsel. Commissioner Glover earned a Bachelor’s degree from Florida A & M University, and Master’s and Doctorate degrees in public administration from the University of Southern California.

Robert R. Greenlaw (Secretary)

Robert Greenlaw is the Director of the Blaine County (ID) Emergency Communications Center and also serves as the Secretary of the Commission. Commissioner Greenlaw has over forty years of public safety and emergency management experience, beginning as a volunteer fire fighter in the Village of Ridgewood, New Jersey in 1967. He went on to be the director of the Northwest Bergen Central Dispatch in Ridgewood, establishing the first joint municipal public safety dispatch center in northern New Jersey, and leading that agency to become the first to achieve CALEA Public Safety Communications Accreditation in 1999. He is a graduate of Fairleigh Dickinson University in New Jersey.

Richard W. Holden, Sr.

Richard Holden retired as Commander of the North Carolina State Highway Patrol in 2004, concluding a 35 year career at the agency. Commissioner Holden is a member of the International Association of Chiefs of Police, where he served as Chair of the Division of State and Provincial Police and on the Executive Committee for Highway Safety, and the National Organization of Black Law Enforcement Executives. In addition to attending North Carolina A&T University, he is a graduate of the Southern Police Institute at the University of Louisville and the FBI’s National Executive Institute. The North Carolina State Highway Patrol has been CALEA Law Enforcement Accredited since 2000.

Don C. Hunter

Don Hunter is the Sheriff of Collier County, Florida, a position he has held for the past 20 years. He is a member of the National Sheriffs’ Association, the Florida Sheriffs Association, the International Association of Chiefs of Police, and the Police Executive Research Forum. Commissioner Hunter has a Bachelor’s degree and a Master’s degree from Florida State University; is a graduate of the FBI National Academy; and participated in Harvard University’s Program for Senior Executives in State and Local Government. He has also been an instructor at the Florida Criminal Justice Institute, Center for Executive Studies. In 2008 he was named “Law Enforcement Officer of the Year” by the Collier County Bar Association. The Collier County Sheriff’s Office has been CALEA Law Enforcement Accredited since 1994.

Ted G. Kamatchus

Ted Kamatchus is the Sheriff of Marshall County, Iowa, a position he has held since 1988. He began his law enforcement career in 1976 in rural Minnesota, working in various small communities while attending Mankato State University. He is past President of both the National Sheriffs’ Association and the Iowa State Sheriffs and Deputies Association. Sheriff Kamatchus was appointed to the Department of Homeland Security’s Homeland Security Science and Technology Committee in 2004. His experience in the technology aspects of law enforcement stems from considerable involvement with various committees and organizations such as the Law Enforcement Information Technology Standards Council, the Law Enforcement Executive Forum, and the COPS Consortium Committee. The Marshall County Sheriff’s Office has been CALEA Law Enforcement Accredited since 1999.

A. DeWade Langley

DeWade Langley is the Director of the Oklahoma State Bureau of Investigation, a position he has held since 1995, longer than any director in the history of the agency. Director Langley is a past President of the Association of State Criminal Investigative Agencies, and serves on the advisory boards for the aviation and law enforcement programs at Oklahoma State University in Stillwater and Oklahoma City. Director Langley also served for over 35 years with the United States Army Reserve and the Oklahoma Army National Guard. He has a Bachelor’s degree, Master’s degree, and a Doctorate degree in education from Oklahoma State University. He is a member of Phi Kappa Phi National Honor Society and serves on numerous boards and commissions including the Oklahoma Council on Law Enforcement Education and Training. The Oklahoma State Bureau of Investigation has been CALEA Law Enforcement Accredited since 2002.

Gary J. Margolis

Gary Margolis is the Chief of Police for the University of Vermont Police Service, a position he has held for over a decade.
ADMINISTRATION

He also holds a faculty appointment at The University of Vermont. He serves on the state of Vermont’s Homeland Security Advisory Committee and as an adviser to the United States Department of Justice, Department of Education, and Department of Homeland Security on matters relating to campus safety and higher education security. Chief Margolis is a member of the International Association of Chiefs of Police and the International Association of Campus Law Enforcement Administrators. He has a Master’s degree in education and a Doctorate in educational leadership and policy studies and is a graduate of Harvard University’s Kennedy School of Government Executive Education Program. The University of Vermont Police Service has been CALEA Law Enforcement Accredited since 2003.

James M. O’Dell (President/Chairperson)

James O’Dell is the Chief of Police of Kettering (OH) Police Department and serves as the President/Chairperson of the Commission. He holds both a Bachelor’s and a Master’s degree in business administration and education from Emporia State University, Kansas. He is a graduate of the Police Foundation Harvard Business School Senior Management Institute, the FBI National Academy, and the Certified Law Enforcement Executive Program. Chief O’Dell was appointed an Executive Committee member of the International Association of Chiefs of Police, is a member of the Police Executive Research Forum, and an active member in the Ohio Association of Chiefs of Police. Chief O’Dell retired from the Commission in December 2008. The Kettering Police Department has been Law Enforcement Accredited since 1987.

Daniel C. Parkinson

Daniel Parkinson is the Chief of Police with the Cornwall (ON) Community Police Service. He has been awarded the Police Exemplary Service Medal for 20 and 30 years of meritorious police service and is also the recipient of the Queen’s silver and golden jubilee medals. Chief Parkinson is the 1st Vice President with the Ontario Association of Chiefs of Police, as well as a member of the Canadian Association of Chiefs of Police and the International Association of Chiefs of Police. He is a graduate of the University of Cambridge, England, with a degree in applied criminology and police studies. The Cornwall Community Police Service is enrolled in the CALEA Recognition Program.

Joseph M. Polisar

Joseph Polisar is the Chief of Police of Garden Grove (CA) Police Department, a position he has held since 1998, following his retirement as chief of the Albuquerque (NM) Police Department. He holds a Bachelor’s degree in management from the University of Phoenix, Albuquerque and is a graduate of the FBI National Academy, FBI National Executive Institute, and the program for Senior Executives in State and Local Government at the John F. Kennedy School of Government at Harvard University. Chief Polisar is a past President of the International Association of Chiefs of Police, a past President of the New Mexico Association of Chiefs of Police, and a past President the New Mexico Chapter of the FBI National Academy Associates. The Garden Grove Police Department has been CALEA Law Enforcement Accredited since 1988.

James N. Robey (Treasurer)

The Honorable James Robey is the Senator for the 13th District of Maryland, and also serves as Treasurer for the Commission. He served as Howard County Executive for two terms, following his retirement in 1998 as chief of the Howard County (MD) Police Department, a CALEA Accredited Law Enforcement agency since 1990. Senator Robey has served in leadership positions both regionally and nationally in several organizations, including as past President of the Maryland Association of Counties and past President of the Maryland Chiefs of Police Association. He has a Bachelor’s degree in criminal justice from the University of Maryland and a Master’s degree in administration and management from Hood College. Senator Robey also graduated from the Police Executive Research Forum Senior Management Institute for Police, the FBI’s National Academy, and the FBI Law Enforcement Executive Development Seminar.

J. Grayson Robinson

Grayson Robinson is Sheriff of the Arapahoe County (CO) Sheriff’s Office, a position he has held since 2002. Sheriff Robinson is actively involved with the National Sheriffs’ Association and currently serves on the Legislative Affairs, Counter Terrorism and Weapons of Mass Destruction, and Accreditations, Detention and Corrections committees. He is also a member of the International Association of Chiefs of Police and the Police Executive Research Forum. He has a Bachelor’s degree in business administration and a Master’s degree in public administration from the University of Colorado. Sheriff Robinson also is a graduate of the FBI National Academy, the FBI Law Enforcement Executive Development Seminar, and the State and Local Executives Program at Harvard University’s Kennedy School of Government. The Arapahoe County Sheriff’s Office has been CALEA Law Enforcement Accredited since 1988 and Public Safety Communications Accredited since 2007.

Rebecca Vigil-Giron

The Honorable Rebecca Vigil-Giron is the former Secretary of State of New Mexico, a position she was twice elected. She is a past President of the National Association of Secretaries of State and a former Chair of its Standing Committee on Elections and Voter participation, and the past Executive Director of the New Mexico Commission on the Status of Women. She received a Bachelor's degree in French and Social Science from New Mexico Highlands University and is a graduate of the State and Local Executives Program at Harvard University’s Kennedy School of Government. She retired from the Commission in December 2008.
Thomas H. Warren, Sr.
Thomas Warren is the President/CEO of the Urban League of Nebraska, a position he assumed following his retirement in late 2007 as the Chief of Police of the Omaha (NE) Police Department, a CALEA Law Enforcement Accredited agency since 2001. He was chosen Omaha Police Department Employee of the Year in 1999 and was its first accreditation manager. He has a Bachelor’s degree in criminal justice from Morningside College and a Master’s degree in criminal justice with an option in public administration from the University of Nebraska. He is a graduate of the FBI’s National Executive Institute Leadership Development Training Program and was selected as a Fellow and was inducted into the National Academy of Public Administrators. Commissioner Warren is a member of the National Organization of Black Law Enforcement Executives and serves on the Boards of Directors of several organizations, including the University of Nebraska at Omaha Alumni Association, the Conference for Inclusive Communities, and the Durham Museum.

Grant S. Wegner
The Honorable Grant Wegner is a Circuit Court Judge for the 16th Judicial Circuit of Illinois. Prior to becoming a member of the judiciary, Judge Wegner was in private practice and served as a part-time Assistant State’s Attorney in Kendall County, Illinois. He is a past and present active participant on several judicial committees and community advisory boards. For the past ten years he has served on the Illinois Supreme Court’s Mentoring Committee and the Court’s Automation and Technology Committee. Since 2002, he has served on the Illinois Family Violence Council Judicial Ethics Committee and is on the local Advisory Council for the Boy Scouts of America. Judge Wegner holds a Bachelor’s degree from Northern Illinois University and a Juris Doctorate from Hamline University in Minnesota.

Lisa G. Womack
Lisa Womack is the Chief of Police of the Elgin (IL) Police Department, a position she has held since 2005. She began her law enforcement career in 1992 with the Arlington (TX) Police Department and left as a Deputy Chief in 2004 to become chief of the Sugar Land (TX) Police Department. Chief Womack holds a Bachelor’s degree in criminal justice from Texas Woman’s University and a Master of Public Administration degree from the University of North Texas. The Elgin Police Department has been CALEA Law Enforcement Accredited since 2003.

At the Fall Conference in Tulsa, Oklahoma, the Commission announced the appointment of three new Commissioners to serve from 2009 through 2011. They are:

Stephen J. DeBenedittis
The Honorable Stephen DeBenedittis is the Mayor of the Town of Herndon, Virginia, having been reelected in 2008. He represents the town on the Northern Virginia Regional Commission and the Northern Virginia Transportation Association Planning Coordination Advisory Committee. Mayor DeBenedittis has a Bachelor’s degree from Virginia Polytechnic Institute and State University. The Herndon Police Department has been CALEA Law Enforcement Accredited since 1986.

Curtis L. Holt
Curtis Holt is the City Manager of Wyoming, Michigan. During his tenure with the city of Wyoming, he has directly participated in the renovation, expansion and financing of several public safety agencies including the opening of a new police station. Commissioner Holt has Bachelor’s and Master’s degrees in public administration from Grand Valley State University in Michigan and holds a Credentialed City Manager designation by the International City/County Management Association. The Wyoming Police Department is enrolled in the CALEA Law Enforcement Accreditation Program.

Richard W. Myers
Richard Myers is the Chief of Police for the Colorado Springs (CO) Police Department, a position he has held since January 2007. He has also led departments as chief in Michigan, Illinois, and Wisconsin. Chief Myers is a graduate of the FBI National Academy, and the FBI Law Enforcement Executive Development Seminar. He is a past President of the Wisconsin Chiefs of Police Association, and the Society of Police Futurists International. He is an active member in several national and regional law enforcement organizations, and currently is on the Board of Directors for the Police Executive Research Forum. Chief Myers holds Bachelor’s and Master’s degrees from Michigan State University. The Colorado Springs Police Department has been CALEA Law Enforcement Accredited since 1991.
**ADMINISTRATION**

**CALEA Staff**
During the year, the Commission maintained a 16 member staff, under the direction of Executive Director Sylvester Daughtry, Jr. They conduct all activities associated with the Commission’s programs. CALEA also subcontracts supplemental service from a variety of individuals and companies.

W. Craig Hartley, Jr. joined the CALEA Staff in June, as Deputy Director/Chief of Staff after working for the Virginia Department of Criminal Justice Services and an eighteen-year career with the Greensboro (NC) Police Department.

**CALEA Assessors**
CALEA Assessors play a vital role in the accreditation process because they act as the Commission’s representatives. Minimum assessor qualifications are:

- A baccalaureate degree or equivalent work experience and education.
- Five years of current full-time public safety experience as either a first-line supervisor or higher, or with a high-level administrative experience that requires considerable use of discretion. OR five years of CALEA accreditation experience.
- The ability to write a high quality professional report.
- A solid knowledge of CALEA Standards and Processes.

Eligible candidates are selected based on CALEA’s demographic needs that include, but are not limited to, the size, type, and location of the candidate agency. In addition, individual demographics such as race, gender, and experience of the potential assessor are considered.

On-site assessments can range from one assessor for three days to four assessors for five days or more, depending on the program and agency size. In general, a law enforcement accreditation on-site is for four days, with a team of three assessors; one is the designated team leader and the other two are team members. The agency prepays an estimated on-site assessment charge, which covers travel, lodging, and per diem for the team, plus other related costs.

During the on-site assessment, the team verifies the agency’s compliance with standards by checking proofs and interviewing agency personnel. The team also inspects the agency’s facilities as well as holding a public forum for community input and comments. The team leader writes a report based upon the team’s findings, which is forwarded through staff to the Board of Commissioners. During hearings conducted at each of its conferences, the Commission reviews assessment reports and determines whether or not to grant an agency accreditation or recognition.

In 2008, 240 on-site assessments were conducted at agencies seeking initial accreditation, reaccreditation and recognition. Three hundred forty-two CALEA trained assessors were selected from a pool of 450 to conduct these on-site assessments. During the year, the Assessor selection policy was modified so as to expand the pool of qualified assessors.

**Police Accreditation Coalitions (PAC)**
The Police Accreditation Coalitions (PACs) are unique to the accreditation process. At the state or regional level, these associations of CALEA Accredited Agency personnel, join together in a common effort to help each other through the accreditation process. They function as a resource for information, advocacy, assistance, and networking. One of the most notable services they perform is the conducting of “mock” on-site assessments for PAC members. Mock on-sites serve as a preliminary review to catch any deficiencies or problems prior to the official CALEA on-site and are frequently credited as essential for a successful on-site.

There are 33 PAC organizations in the United States and Canada. Some representatives from these coalitions use the Commission’s triennial meetings as a venue to meet and exchange information, as well as meeting at the local level. The PAC’s provide an extremely useful resource, not only for their participating members, but for the Commission as well.

**Alliance Program**
CALEA’s Alliance Program with state/provincial accreditation program providers was created in 1999 and revised in 2005. The Alliance Program is designed to enhance law enforcement, particularly agencies with fewer than 25 employees, by consolidating professional credentialing efforts. The Alliance Program establishes formal relationships with state/provincial accreditation organizations and permits limited use of CALEA Standards. The long term goal of the Alliance Program is to have significant numbers of Recognition through Alliance agencies enter CALEA’s Law Enforcement Accreditation Program.

States and provinces with accreditation programs that desire an alliance with CALEA must have their programs reviewed to ensure their standards and operating procedures meet CALEA’s expectations. Currently, CALEA has a formal relationship with the Indiana Association of Chiefs of Police; the Mississippi Department of Public Safety, Peace Officers Standards and Training Division; and the New Jersey State Association of Chiefs of Police.

**CALEA Agency Support Fund**
At its 2003 Summer Conference, CALEA announced the creation of the CALEA Agency Support Fund (CASF). The purpose of the CASF is to award grants to agencies with 50 or fewer full-time employees, seeking initial accreditation in law enforcement, public safety communications, or public safety training and which are unable to do so due to lack of adequate funds.
Under this program, eligible agencies receive a grant for the administrative portion of their initial accreditation fees. On-site assessment fees are not included in the grant. The Commission approved two sources of income for the fund: the net profits from the sale of CALEA’s wearable merchandise and a ten percent contribution from any annual operating budget surplus.

Any law enforcement agency, public safety communications agency, or public safety training academy that meets the CALEA established criteria for participating in the accreditation programs is eligible to apply for a grant. Agencies may apply between September 1st and December 31st of the current year. Recipients are announced at the Spring Conference in the following year.

2008 recipients of the grant were: Brimfield (OH) Police Department, California State University San Marcos Police Department, Coventry (CT) Police Department, Lincoln (CA) Police Department, Northern Illinois University Department of Public Safety, and Sheridan (WY) Police Department.

Publications and Website

CALEA’s monthly electronic newsletter CALEA News, introduced in 2007, continued to be a significant source of information to public safety agencies. This on-line publication features highlights from CALEA’s Website, including information on CALEA Conferences, CALEA Standards changes, current news releases, and upcoming events. Also included are news items about client agencies and staff, employment opportunities, and other relevant public safety matters.

Accreditation Works, a compendium of articles written by CALEA Accredited agencies citing specific examples of how accreditation has positively affected their agencies and communities, was updated.

An updated handout, entitled CALEA Today, was developed and distributed. It highlights the many improvements that CALEA has initiated in the accreditation process over the last five years.

Issues of the CALEA Update magazine were published in February, June, and October. This periodical is very well received and continues to introduce new features and articles.

During 2008, CALEA continued to utilize print ads having a regular presence in the following professional magazines: Police Chief (IACP); Public Safety Communications (APCO); Sheriff (NSA); and Canadian Police Chiefs magazine (CACP).

CALEA maintains an interactive web site providing resources to clients and the general public. The site provides useful information about the Commission, its programs, activities, meetings, and products. Exemplary programs and a chat-room forum are available to clients. Manual updating was made easier for clients by posting the changes to standards on the website in a print-ready format. In addition, hotel and local Convention and Visitor Bureau links are provided for conference sites for the next year. The web-address is “www.calea.org.”
## EXECUTIVE BOARD

James O’Dell—President  
Louis Dekmar—Vice-President  
James Robey—Treasurer  
Robert Greenlaw—Secretary

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<thead>
<tr>
<th>Corporate Affairs</th>
<th>Standards Review &amp; Interpretation</th>
<th>Outreach</th>
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<td>Dekmar (Chair)</td>
<td>Holden (Chair)</td>
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## Commission Board Terms

**Effective January 2008**

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<tr>
<th>Name</th>
<th>Position*</th>
<th>Region**</th>
<th>Term No. ***</th>
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<tr>
<td>AUSTIN, Charles</td>
<td>Appointed Municipal (City Manager)</td>
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<td>O’DELL, James M.⁵</td>
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<td>CORDNER, Gary</td>
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**Association Designees:**
- A-IACP
- B-NOBLE
- C-NSA
- D-PERF

**1-President of Corporation; Board Chairperson**
**2-Vice Chairperson**
**3-Treasurer of the Corporation**
**4-Secretary of the Corporation**

* CLE County Law Enforcement
* MLE Municipal Law Enforcement
* SLE State Law Enforcement
* ULE University Law Enforcement

** M Mountain
** MA Middle Atlantic
** MW Midwest
** NE New England
** PW Pacific West
** SE Southeast
** SW Southwest

** P Partial
FOUNDING ORGANIZATIONS

International Association of Chiefs of Police
President: Russell B. Laine, Chief, Algonquin, Illinois
Executive Director: Mr. Daniel N. Rosenblatt
515 North Washington St.
Alexandria, VA 22314-2357

National Organization of Black Law Enforcement Executives
Executive Director: Mr. Jessie Lee, Jr.
4609 Pinecrest Office Park, Suite F
Alexandria, VA 22312-1442

National Sheriffs’ Association
President: Sheriff David Goad, Allegany County, Maryland
Executive Director: Mr. Aaron D. Rennard
1450 Duke Street
Alexandria, VA 22314-3403

Police Executive Research Forum
President: Chief John F. Timoney, Miami, Florida
Executive Director: Mr. Chuck Wedler
1120 Connecticut Ave., NW
Washington, DC 20036
CALEA PARTNERSHIPS

Association of Public-Safety Communications Officials-International, Inc. (APCO)
President: Ms. Chris A. Fischer, NORCOM, Des Moines, WA.
Executive Director: Mr. George S. Rice, Jr.
351 North Williamson Blvd.
Daytona Beach, FL 32114

CALEA ALLIANCE PROGRAMS

Indiana Association of Chiefs of Police
President: Chief Tammy Schaffer, Bluffton Police Department.
Mr. Michael F. Ward, CAE, Executive Director
10293 North Meridian Street
Indianapolis, IN 46290

Mississippi Department of Public Safety-Peace Officers Standards and Training
Mr. Robert D. Davis, Director
3750 I-55 Frontage Road N.
Jackson, MS 39211-6323

New Jersey State Association of Chiefs of Police
President: Chief Michael Hayden, Berlin Township Police Department
Mr. Mitchell C. Sklar, Esq., CAE, Executive Director
One Greentree Centre, Suite 201
Marlton, NJ 08053
ACCREDITATION
Law Enforcement Accreditation

Canada
Alberta
Alberta Transportation, Commercial Vehicle Enforcement
Camrose Police Service
Canadian Pacific Police Service
Edmonton Police Service
Lethbridge Regional Police Service

Manitoba
Winnipeg Police Service

Ontario
Brantford Police Service

Quebec
Aéroports de Montréal

Mexico
Chihuahua
Dirección de Seguridad Pública Municipal de Chihuahua

United States
Alabama
Birmingham Police Department
Huntsville Police Department
Jacksonville State University Police Department
Mobile Police Department
University of Alabama at Birmingham Police Department
University of Alabama Police Department

Arizona
Arizona State University Police Department
Chandler Police Department
Gilbert (Town of) Police Department
Glendale Police Department
Maricopa County Attorney’s Office Investigations Division
Northern Arizona University Police Department
Peoria Police Department
Phoenix Police Department
Scottsdale Police Department
Surprise Police Department
Tucson Airport Authority Police Department
Tucson Police Department
University of Arizona Police Department

Arkansas
Conway Police Department
Fort Smith Police Department
Little Rock Police Department
University of Arkansas Police Department

California
Alameda County Sheriff’s Office
California State University Fullerton Police Department
California State University, Los Angeles, Police Department
Fresno (City of) Police Department
Garden Grove Police Department
Modesto Police Department
Oakland Housing Authority Police Department
Pismo Beach Police Department
Rocklin Police Department
San Francisco State University Police Department
University of California, San Francisco Police Department
West Sacramento Police Department

Colorado
Arapahoe County Sheriff’s Office
Arvada Police Department
Aurora Police Department
Colorado Springs Police Department
El Paso County Sheriff’s Office
Golden Police Department
Jefferson County Sheriff’s Office
Lakewood Police Department
Littleton Police Department
Loveland Police Department

Connecticut
Avon Police Department
Berlin Police Department
Bethel Police Department
Branford Police Department
Connecticut State Capitol Police
Connecticut State Police
Enfield Police Department
Farmington Police Department
Glastonbury Police Department
Granby Department of Police Services
Guilford Police Department
Manchester Police Department
New Canaan Police Department
Norwalk Police Department
University of Connecticut Police Department
Wethersfield Police Department

Delaware
Bethany Beach Police Department
Delaware Division of Fish & Wildlife, Enforcement Section
Delaware River and Bay Authority Police Department
Delaware State Police
Dover Police Department
New Castle County Police Department
Newark Police Department
University of Delaware Department of Public Safety
Wilmington Department of Police
District of Columbia
George Washington University Police Department
Georgetown University Department of Public Safety
Metro Transit Police
United States Capitol Police

Florida
Aventura Police Department
Boca Raton Police Services Department
Bradenton Police Department
Brevard County Sheriff’s Office
Broward County Sheriff’s Office
Cape Coral Police Department
Charlotte County Sheriff’s Office
Citrus County Sheriff’s Office
Collier County Sheriff’s Office
Coral Gables Police Department
Coral Springs Police Department
Florida Department of Law Enforcement
Florida Highway Patrol
Hillsborough County Sheriff’s Office
Indian River County Sheriff’s Office
Jacksonville Beach Police Department
Jacksonville Sheriff’s Office
Jupiter Police Department
Lakeland Police Department
Largo Police Department
Lee County Sheriff’s Office
Manatee County Sheriff’s Office
Margate Police Department
Martin County Sheriff’s Office
Melbourne Police Department
Miami (City of) Police Department
Miami Beach Police Department
Miami-Dade Police Department
Miramar Police Department
Monroe County Sheriff’s Office
Naples Police and Fire Department
North Palm Beach Department of Public Safety
Orange County Sheriff’s Office
Palm Beach Gardens Police Department
Palm Beach Police Department
Pasco County Sheriff’s Office
Pembroke Pines Police Department
Pinecrest Police Department
Pinellas County Sheriff’s Office
Plantation Police Department
Polk County Sheriff’s Office
Port Orange Police Department
Port St. Lucie Police Department
Seminole County Sheriff’s Office
St. Johns County Sheriff’s Office
St. Petersburg Police Department
Tallahassee Police Department
Tampa International Airport Police Department
Tampa Police Department
University of Florida Police Department
Volusia County Sheriff’s Office
West Palm Beach Police Department
Winter Haven Police Department
Winter Springs Police Department

Georgia
Alpharetta Department of Public Safety
Athens-Clarke County Police Department
Atlanta Police Department
Baldwin County Sheriff’s Office
Cherokee County Sheriff’s Office
Cobb County Police Department
Columbia County Sheriff’s Office
Columbus Police Department
Covington Police Department
DeKalb County Police Department
DeKalb County Sheriff’s Office
Fayetteville Police Department
Forest Park Police Department
Forsyth County Sheriff’s Office
Fulton County Marshal’s Department
Fulton County Police Department
Gainesville Police Department
Garden City Police Department
Georgia Bureau of Investigation
Georgia State University Police Department
Griffin Police Department
Gwinnett County Police Department
Hall County Sheriff’s Office
LaGrange Police Department
Macon Police Department
Marietta Police Department
MARTA Police Department
Monroe County Sheriff’s Office
Moultrie Police Department
Norcross Police Department
Peachtree City Police Department
Rome City Police Department
Roswell Police Department
Thomasville Police Department
Valdosta Police Department
Waycross Police Department

Hawaii
Honolulu Police Department
Mauai County Police Department

Idaho
Pocatello Police Department
Illinois
- Addison Police Department
- Arlington Heights Police Department
- Barrington Hills Police Department
- Bartlett Police Department
- Buffalo Grove Police Department
- Burr Ridge (Village of) Police Department
- Carbondale Police Department
- Collinsville Police Department
- Deerfield Police Department
- Downers Grove Police Department
- DuPage County Forest Preserve Law Enforcement Department
- DuPage County Sheriff’s Office
- Elgin Police Department
- Elk Grove Village Police Department
- Glencoe Department of Public Safety
- Glendale Heights Police Department
- Grayslake Police Department
- Hanover Park Police Department
- Highland Park Police Department
- Hinsdale Police Department
- Illinois State Police
- Joliet Police Department
- Lake Bluff Police Department
- Lake Zurich Police Department
- Lansing Police Department
- Lemont Police Department
- Lombard Police Department
- McHenry Police Department
- Mundelein (Village of) Police Department
- Naperville Police Department
- Normal Police Department
- Northfield Police Department
- Oak Brook Police Department
- Oswego Police Department
- Palatine Police Department
- Park Ridge Police Department
- Quincy Police Department
- Rolling Meadows Police Department
- Schaumburg Police Department
- Skokie Police Department
- St. Charles Police Department
- Tinley Park Police Department
- Vernon Hills Police Department
- Waukegan Police Department
- West Chicago Police Department
- Western Springs Department of Law Enforcement Services
- Westmont Police Department
- Wheeling Police Department
- Willowbrook Police Department
- Wilmette Police Department
- Winnebago County Sheriff’s Office
- Wood Dale Police Department

Indiana
- Ball State University Department of Public Safety
- Brownsburg Metropolitan Police Department
- Carmel Metropolitan Police Department
- Elkhart County Sheriff’s Department
- Elkhart Police Department
- Evansville Police Department
- Fishers Police Department
- Kokomo Police Department
- Munster Police Department
- Plainfield Metropolitan Police Department

Iowa
- Davenport Police Department
- Dubuque Police Department
- Iowa City Police Department

Iowa State University Department of Public Safety
- Marshall County Sheriff’s Office
- Muscatine Police Department
- Sioux City Police Department
- West Des Moines Police Department

Kansas
- Kansas City Police Department
- Prairie Village Police Department
- Riley County Police Department
- Salina Police Department
- Shawnee County Sheriff’s Office
- Topeka Police Department

Kentucky
- Kentucky Vehicle Enforcement
- Lexington Division of Police
- Newport Police Department

Louisiana
- Baton Rouge Police Department
- Lafayette Parish Sheriff’s Office
- Lafourche Parish Sheriff’s Office
- Lake Charles Police Department
- Louisiana State Police
- Slidell Police Department
- St. Martin Parish Sheriff’s Office
- West Monroe Police Department

Maine
- Auburn Police Department
- Lewiston Police Department

Maryland
- Annapolis Police Department
- Anne Arundel County Police Department
- Baltimore County Police Department
- Carroll County Sheriff’s Office
- Charles County Sheriff’s Office
- Chevy Chase Village Police Department
Frederick County Sheriff’s Office
Frederick Police Department
Gaithersburg Police Department
Greenbelt Police Department
Hagerstown Department of Police
Howard County Department of Police
Hyattsville City Police Department
Kent County Sheriff’s Office
Laurel Police Department
Maryland National Capital Park Police—
Montgomery County Division
Maryland National Capital Park Police—
Prince George County Division
Maryland Transportation Authority
Police Department
Montgomery County Department of Police
Montgomery County Sheriff’s Office
NOAA Fisheries, Office for Law Enforcement
Prince George’s County Police Department
Rockville City Police Department
Salisbury Police Department
St. Mary’s County Sheriff’s Office
University of Maryland Department of Public Safety
University of Maryland, Baltimore Police Force
Massachusetts
Boston Housing Authority
Police Department
Danvers Police Department
Massachusetts Bay Transportation Authority
Transit Police Department
Newton Police Department
Michigan
Canton Police Department
Grand Blanc Police Department
Huntington Woods Department of Public Safety Police Division
Kentwood Police Department
Monroe Police Department
Norton Shores Police Department
Port Huron Police Department
Portage Police Department
Wayne County Airport Police
Mississippi
Hattiesburg Police Department
Madison Police Department
Mississippi State University Police Department
Picayune Police Department
Missouri
Blue Springs Police Department
Bolivar Police Department
Chesterfield Police Department
Clayton Police Department
Florissant Police Department
Gladstone Department of Public Safety
Grandview Police Department
Hazelwood Police Department
Independence Police Department
Jackson Police Department
Jefferson County Sheriff’s Office
Joplin Police Department
Lincoln County Sheriff’s Department
Missouri State Highway Patrol
Missouri State Water Patrol
Richmond Heights Police Department
Springfield Police Department
St. Joseph Police Department
St. Louis County Police Department
St. Louis Metropolitan Police Department
University of Missouri Police Department
University of Missouri St. Louis Police Department
University City Police Department
Webster Groves Police Department
Nebraska
Douglas County Sheriff’s Office
Lincoln Police Department
Nebraska State Patrol
Omaha Police Department
Nevada
Henderson Police Department
Las Vegas Metropolitan Police Department
New Hampshire
Dover Police Department
Durham Police Department
Goffstown Police Department
Hudson Police Department
Manchester Police Department
Nashua Police Department
University of New Hampshire Police Department
New Jersey
Burlington Township Police Department
Chatham Borough Police Department
Long Hill Township Police Department
Mahwah Police Department
Monmouth County Sheriff’s Office
Morris County Sheriff’s Office
New Jersey State Police
Ridgewood Police Department
West Orange Police Department
Woodbridge Township Police Department
New Mexico
Albuquerque Police Department
Farmington Police Department
New Mexico State Police
New York
Manlius Police Department
Monroe County Sheriff’s Office
Oneida Indian Nation Police
Rochester Police Department
Scarsdale Police Department

North Carolina
Albemarle Police Department
Asheville Police Department
Beaufort County Sheriff’s Office
Burlington Police Department
Canton Police Department
Cary Police Department
Charlotte-Mecklenburg Police Department
Conover Police Department
Cumberland County Sheriff’s Office
Durham County Sheriff’s Office
Durham Police Department
East Carolina University Police Department
Fayetteville Police Department
Garner Police Department
Gaston County Police Department
Graham Police Department
Greensboro Police Department
Greensboro Police Department
Henderson Police Department
Hillsborough Police Department
Huntersville Police Department
Jacksonville Police Department
Kannapolis Police Department
Monroe Police Department
Morehead City Police Department
New Bern Police Department
North Carolina A & T State University Police & Public Safety
North Carolina Alcohol Law Enforcement
North Carolina DMV License and Theft Bureau
North Carolina State Bureau of Investigation
North Carolina State Highway Patrol
North Carolina State University Police Department
Pitt County Memorial Hospital Police Department
Raleigh Police Department
Salisbury Police Department
Shelby Police Department
University of North Carolina at Chapel Hill Department of Public Safety
Wilson Police Department
Winston-Salem Police Department

North Dakota
Bismarck Police Department
North Dakota Highway Patrol

Ohio
Amberley Village Police Department
Beachwood Police Department
Beavercreek Police Department
Bowling Green Police Division
Centerville Police Department
Cincinnati Police Department
Colerain Township Police Department
Columbus Division of Police
Columbus Regional Airport Authority Division of Public Safety, Police Section
Cuyahoga Metro Housing Authority Police
Dublin Division of Police
Evendale Police Department
Fairfield Police Department
German Township Police Department
Greene County Sheriff’s Office
Greensburg (Village of) Police Department
Greeneville Police Department
Grove City Division of Police
Hamilton County Park District
Hamilton Police Department
Harrison Police Department
Heath Police Department
Huber Heights Police Division
Kent State University Police Department
Kettering Police Department
Knox County Sheriff’s Office
Lebanon Division of Police
Licking County Sheriff’s Office
Mansfield Division of Police
Marion Police Department
Mason Police Department
Medina County Sheriff’s Office
Mentor-on-the-Lake Police Department
Miami Township Police Department
Middletown Police Department
Milford Police Department
Montgomery County Sheriff’s Office
Ohio Bureau of Criminal Identification & Investigation
Ohio Department of Taxation-Enforcement Division
Ohio State Highway Patrol
Piqua Police Department
Powell Police Department
Shaker Heights Police Department
Springdale (City of) Police Department
Springfield Township Police Department
Tiffin Police Department
Toledo Police Department
Trotwood Police Department
Troy Police Department
Union Township Police Department
Upper Arlington Division of Police
Vandalia Division of Police
West Carrollton Police Department
Xenia Police Division

**Oklahoma**
Oklahoma City Police Department
Oklahoma State Bureau of Investigation
Tulsa County Sheriff’s Office
Tulsa Police Department

**Oregon**
Corvallis Police Department
Grants Pass Department of Public Safety
Medford Police Department
Washington County Sheriff’s Office

**Pennsylvania**
Abington Township Police Department
Bethlehem Police Department
Derry (Township of) Police Department
Findlay Township Police Department
Harrisburg Bureau of Police
Lower Allen Township Police Department
Pennsylvania Capitol Police
Pennsylvania State Police
University of Pennsylvania Police Department

**Rhode Island**
Bristol Police Department
Brown University Department of Public Safety
Cumberland Police Department
Rhode Island State Police
Smithfield Police Department
Warwick Police Department

**South Carolina**
Aiken Department of Public Safety
Anderson County Sheriff’s Office
Beaufort Police Department
Charleston County Aviation Authority Police Department
Charleston County Sheriff’s Office
Charleston Police Department
Columbia Police Department
Florence (City of) Police Department
Georgetown Police Department
Goose Creek (City of) Police Department
Greenville County Sheriff’s Office
Greenville Police Department
Greenville Spartanburg Airport Police Department
Greenwood Police Department
Isle of Palms Police Department
Lexington County Sheriff’s Department
Medical University of South Carolina Department of Public Safety
Mount Pleasant Police Department
North Charleston Police Department
Orangeburg Department of Public Safety
Rock Hill Police Department
Savannah River Site Special Operations Division
South Carolina Department of Public Safety
South Carolina Law Enforcement Division
Spartanburg County Sheriff’s Office
Spartanburg Public Safety Department
Sumter Police Department
University of South Carolina, Division of Law Enforcement & Safety
York County Sheriff’s Office

**South Dakota**
Rapid City Police Department

**Tennessee**
Alcoa (City of) Police Department
Blount County Sheriff’s Office
Brentwood Police Department
Bristol Police Department
Chattanooga Police Department
Collierville Police Department
Columbia Police Department
Cookeville Police Department
Dyersburg Police Department
Franklin Police Department
Gatlinburg Police Department
Johnson City Police Department
Kingsport Police Department
Knoxville Police Department
Lebanon Department of Public Safety, Police Division
Maryville Police Department
Memphis International Airport Police Department
Memphis Police Department
Metropolitan Nashville Airport Authority DPS
Metropolitan Nashville Police Department
Morristown Police Department
Office of Inspector General State of Tennessee
Sevierville Police Department
Shelby County Sheriff’s Office
Sullivan County Sheriff’s Office
Tennessee Bureau of Investigation
Tennessee Department of Safety
Tennessee Valley Authority Police
Washington County Sheriff’s Office
Law Enforcement Accreditation continued

**Texas**
Arlington Police Department  
Austin Police Department  
Bryan Police Department  
Burleson Police Department  
College Station Police Department  
Deer Park Police Department  
DeSoto Police Department  
El Paso County Sheriff's Office  
El Paso Police Department  
Frisco Police Department  
Grand Prairie Police Department  
Harris County Sheriff's Office  
Highland Park Department of Public Safety  
Houston Independent School District Police Department  
Hurst Police Department  
Keller Police Department  
METRO Transit Authority, Department of Public Safety  
Midland Police Department  
Plano Police Department  
Round Rock Police Department  
Shenandoah Police Department  
Southlake Department of Public Safety  
Sugar Land Police Department  
Tyler Police Department  
University of North Texas Police Department  
University of Texas at Arlington Police Department  
University of Texas at Austin Police Department  
University of Texas at Houston Police Department  
University of Texas at San Antonio Police Department  
University Park Police Department

**Utah**
Cache County Sheriff’s Office  
Weber County Sheriff’s Office  

**Vermont**
South Burlington Police Department  
University of Vermont Police Services

**Virginia**
Alexandria Police Department  
Alexandria Sheriff’s Office  
Ashland Police Department  
Blacksburg Police Department  
Culpeper Police Department  
George Mason University Police Department  
Hampton Police Division  
Hanover County Sheriff’s Office  
Henrico County Division of Police  
Herndon Police Department  
Lynchburg Police Department  
Manassas City Police Department  
Newport News Police Department  
Prince William County Police Department  
Roanoke County Police Department  
Roanoke Police Department  
Staunton Police Department  
University of Richmond Police Department  
Virginia Beach Police Department  
Virginia State Police  
Virginia Tech Police Department  
Williamsburg Police Department

**Washington**
Auburn Police Department  
Bellevue Police Department  
Clark County Sheriff’s Office  
Everett Police Department  
Federal Way Police Department  
Kent Police Department  
Renton Police Department  
Seattle Police Department  
University of Washington Police Department  
Washington State Patrol

**Wisconsin**
Appleton Police Department  
Beloit Police Department  
Oshkosh Police Department
ACCREDITATION

Communications Accreditation

Arizona
- Tucson Airport Authority-Communications/Dispatch

Arkansas
- Fort Smith Police Department

California
- Santa Cruz Consolidated Emergency Communications Center

Colorado
- Arapahoe County Sheriff’s Office

Florida
- Alachua County Sheriff’s Office Combined Communications Center
- Citrus County Sheriff’s Office-Communications Center
- Coral Springs Police Department
- Polk County Sheriff’s Office Communications Center
- Seminole County Sheriff’s Office
- West Palm Beach Police Department

Indiana
- Carmel-Clay Communications Center
- Wayne County Emergency Communications Department

Kansas
- Kansas City Police Department

Louisiana
- Calcasieu Parish Public Safety Communications District
- Shreveport Fire Department Communications Division

Nebraska
- Lincoln Emergency Communications/911 Center

Nevada
- Reno (City of) Emergency Communications

New Jersey
- MICCOM (Northern NJ MICU Dispatch)
- Monmouth County Sheriff’s Office

New York
- Onondaga County Department of Emergency Communications
- Rochester Emergency Communications Department

North Carolina
- Raleigh-Wake 911 Center

Ohio
- Huber Heights Police Division

Oklahoma
- Tulsa Public Safety Response Center

Oregon
- Grants Pass Department of Public Safety

South Carolina
- Abbeville County E-911
- Columbia-Richland Communications Center
- Spartanburg County Communications/911 Department

Tennessee
- Knox County Emergency Communications District
- Metropolitan Nashville Airport Authority Airport Operations Center
- Metropolitan Nashville Emergency Communications Center

Texas
- Arlington (City of) Dispatch Services
- College Station Police Department
- El Paso County Sheriff’s Office
- Fort Worth Fire Department Communications Center
- Harris County Sheriff’s Department Communications District
- Plano Public Safety Communications

Virginia
- Charlottesville/UVA/Albemarle Co. Emergency Communications Center
- Chesterfield Emergency Communications
- Prince William County Office of Public Safety Communications
- Roanoke (City of) E 911 Center
- Virginia Beach Emergency Communications and Citizen Services (ECCS)

Washington
- Bellevue Police Department-Eastside Communications Center
- Clark Regional Emergency Services Agency (CRESA)
- Valley Communications Center

Wisconsin
- Rock County Communications Center
<table>
<thead>
<tr>
<th>State</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>California</td>
<td>Alameda County Sheriff’s Office-Regional Training Center</td>
</tr>
<tr>
<td>Connecticut</td>
<td>Connecticuticut Police Officers Standards and Training Council</td>
</tr>
<tr>
<td></td>
<td>Judicial Marshal Academy (Judicial Marshal Services)</td>
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<tr>
<td>Florida</td>
<td>NASA Federal Law Enforcement Training Academy</td>
</tr>
<tr>
<td></td>
<td>Polk Community College Kenneth C. Thompson Institute of Public Safety</td>
</tr>
<tr>
<td>Hawaii</td>
<td>Honolulu Police Department-Training</td>
</tr>
<tr>
<td>Illinois</td>
<td>North East Multi-Regional Training, Inc.</td>
</tr>
<tr>
<td>Kansas</td>
<td>Kansas City Police Department</td>
</tr>
<tr>
<td>Kentucky</td>
<td>Kentucky Department of Criminal Justice Training</td>
</tr>
<tr>
<td>Missouri</td>
<td>St. Louis County and Municipal Police Academy</td>
</tr>
<tr>
<td>New York</td>
<td>New York City Police Department Training Bureau</td>
</tr>
<tr>
<td></td>
<td>New York State Office of Homeland Security Training Center</td>
</tr>
<tr>
<td>North Carolina</td>
<td>North Carolina Justice Academy</td>
</tr>
<tr>
<td>Ohio</td>
<td>Ohio Peace Officer Training Academy</td>
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<tr>
<td>Pennsylvania</td>
<td>Northeast Counterdrug Training Center</td>
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<tr>
<td>South Carolina</td>
<td>Wackenhut Services, Inc.-Savannah River Site</td>
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<tr>
<td>Tennessee</td>
<td>Knoxville Police Department</td>
</tr>
<tr>
<td>Texas</td>
<td>El Paso County Sheriff’s Office</td>
</tr>
<tr>
<td>Virginia</td>
<td>Northern Virginia Criminal Justice Training Academy</td>
</tr>
</tbody>
</table>
RECOGNITION
Law Enforcement Recognition

Canada
Manitoba
Brandon Police Service

Mexico
Coahuila
Secretaría de Seguridad Publica del Estado de Coahuila

United States
Florida
Juno Beach Police Department

Illinois
Bradley Police Department
Carol Stream Police Department
Cherry Valley Police Department
Genoa Police Department
Northlake Police Department
South Beloit Police Department
University of Illinois at Chicago Police Department

Indiana
Schererville Police Department

Kansas
Bonner Springs Police Department

Louisiana
Marshal, City Court of Lafayette

Maryland
Pocomoke City Police Department

Massachusetts
Barnstable Police Department

Michigan
Cadillac Police Department
Grand Blanc Township Police Department
Traverse City Police Department

Mississippi
University of Southern Mississippi Police Department

Missouri
Lee’s Summit Police Department
Shrewsbury Police Department

New Hampshire
Lee Police Department
Londonderry Police Department

North Carolina
Davidson Police Department
Kernersville Police Department
Morrisville Police Department

Ohio
Bexley Police Department
Clark County Sheriff’s Office
Hebron Police Department

Pennsylvania
Allentown Police Department

South Dakota
Vermillion Police Department

Tennessee
Waynesboro Police Department

Texas
Leander Police Department
Tomball Police Department

Washington
Grays Harbor County Sheriff’s Department
Washington Department of Fish & Wildlife Enforcement Program
RECOGNITION
Law Enforcement Recognition Through Alliance

Mississippi
Gulfport Police Department
Lauderdale County Sheriff’s Department
Starkville Police Department

New Hampshire
Dunbarton Police Department

New Jersey
Barnegat Township Police Department
Berkeley Heights Township Police Department
Bernards Township Police Department
Burlington (City of) Police Department
Cranford Police Department
Egg Harbor Township Police Department
Evesham Township Police Department
Ewing Police Department
Fairfield Police Department
Galloway Township Police Department
Lincoln Park Police Department
Manalapan Township Police Department
Middle Township Police Department
Morris Plains Police Department
New Jersey State Park Police
New Providence Police Department
Ocean City Police Department
Richard Stockton College Police Department
Saddle Brook (Township of) Police Department
South Brunswick Police Department
Summit Police Department
West Windsor Township Police Department
Woodbury (City of) Police Department
### LIST OF CALEA NETWORKS AND POLICE ACCREDITATION COALITIONS (PAC)

| Alabama Police Accreditation Coalition (ALPAC) | Indiana Police Accreditation Coalition (INPAC) | Northwest Police Accreditation Coalition (NWPAC) |
| Arizona Police Accreditation Coalition (AZPAC) | Kansas Law Enforcement Accreditation Coalition (KLEAC) | Pennsylvania Police Accreditation Coalition (PPAC) |
| California Police Accreditation Coalition (CALPAC) | Latin America Police Accreditation Coalition (LAPAC) | Public Safety Communications Accreditation Support Network (PSCASN) |
| Canadian Police Accreditation Coalition (CANPAC) | Law Enforcement Accreditation Coalition of Tennessee (LEACT) | Rhode Island Accreditation Coalition (RI-PAC) |
| Chesapeake Region Law Enforcement Accreditation Alliance (CRLEAA) | Massachusetts Police Accreditation Coalition (MASS-PAC) | Rocky Mountain Accreditation Network (RMAN) |
| College/University Police Accreditation Coalition (CU-PAC) | Michigan Police Accreditation Coalition (MIPAC) | South Carolina Police Accreditation Coalition (SCPAC) |
| Connecticut Police Accreditation Coalition (Conn-Pac) | Missouri Law Enforcement Accreditation Coalition (MOLEAC) | State Agency Accreditation Coalition (SAAC) |
| Delaware Police Accreditation Coalition (DELPAC) | Nevada State Law Enforcement Coalition (NV-PAC) | State of Ohio Accreditation Resources (SOAR) |
| Florida Police Accreditation Coalition, Inc. (FLA-PAC, Inc.) | New Jersey Public Safety Accreditation Coalition (NJPSAC) | Texas, Arkansas, Louisiana, Oklahoma, New Mexico (TALON) |
| Georgia Police Accreditation Coalition (GPAC) | North Carolina Law Enforcement Accreditation Network (NCLEAN) | Virginia Association of CALEA Accredited Professionals (VACAP) |
| Illinois Police Accreditation Coalition (IPAC) | Northern New England Police Accreditation Coalition (NNEPAC) |   |
CALEA STAFF

Sylvester DAUGHTRY, JR. (Executive Director)
James D. BROWN (Associate Director)
W. Craig HARTLEY, JR. (Deputy Director/Chief of Staff)
Antonio T. BEATTY (Administrative Services Manager)
Linda L. PHILLIPS (Information Technology Coordinator)
Reginald NEWELL (Planning and Research Coordinator)
Rhonda O. GARNER (Executive Assistant)
Christie L. GODDARD (Program Manager)
Dennis M. HYATER (Program Manager)

Maya M. MITCHELL (Program Manager)
Stephen W. MITCHELL (Program Manager)
Karen B. SHEPARD (Program Manager)
Janice L. DIXON (Program Specialist)
Wendi G. JONES (Contract Specialist)
Margaret (Peg) L. GIGLIO (Program Assistant)
Jared K. SJOBLOM (Program Assistant)
Lorena P. SINGER (Mexico Field Representative)
FUTURE CALEA CONFERENCE SITES

2009 CONFERENCE SITES

MARCH 18–21, 2009
RALEIGH, NORTH CAROLINA

JULY 29–AUGUST 1, 2009
HAMPTON, VIRGINIA

NOVEMBER 18–21, 2009
SALT LAKE CITY, UTAH

2010 CONFERENCE SITES

MARCH 24–27, 2010
DALLAS, TEXAS

JULY 28–31, 2010
LAS VEGAS, NEVADA

NOVEMBER 17–20, 2010
GARDEN GROVE, CALIFORNIA

2011 CONFERENCE SITES

MARCH 23–26, 2011
BETHESDA, MARYLAND

JULY 27–30, 2011
CINCINNATI, OHIO

NOVEMBER 16–19, 2011
COLORADO SPRINGS, COLORADO
FINANCES

Each year, the Commission requests a thorough review of its finances by an independent auditor. For 2008, the RAFFA, P.C. was selected to conduct the audit. Their audit report and the audited financial statements are presented in the next section.
INDEPENDENT AUDITOR’S REPORT

To the Board of Directors of
Commission on Accreditation for
Law Enforcement Agencies, Inc.

We have audited the accompanying statement of financial position of the Commission on Accreditation for Law Enforcement Agencies, Inc. (the Commission) as of December 31, 2008, and the related statements of activities, and cash flows for the year then ended. These financial statements are the responsibility of the Commission’s management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission’s internal control over financial reporting. Accordingly, we express no such opinion. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Commission as of December 31, 2008, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The statement of functional expenses on page 13 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Raffa, P.C.
Washington, DC
June 11, 2009
## 2008 AUDIT

*Statement of Financial Position*  
*December 31, 2008*

### ASSETS

#### Current Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$2,331,409</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>197,583</td>
</tr>
<tr>
<td>Inventory</td>
<td>76,921</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>82,614</td>
</tr>
</tbody>
</table>

Total Current Assets: $2,688,527

#### Non-current Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments</td>
<td>3,080,769</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>164,235</td>
</tr>
<tr>
<td>Deposits</td>
<td>20,046</td>
</tr>
</tbody>
</table>

Total Non-current Assets: $3,265,050

**TOTAL ASSETS**: $5,953,577

### LIABILITIES AND NET ASSETS

#### Current Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$391,728</td>
</tr>
<tr>
<td>Accrued vacation</td>
<td>116,434</td>
</tr>
<tr>
<td>Deferred agency fees</td>
<td>629,306</td>
</tr>
<tr>
<td>Deferred on-site review fees</td>
<td>816,050</td>
</tr>
<tr>
<td>Other deferred revenue</td>
<td>25,977</td>
</tr>
<tr>
<td>Deferred rent</td>
<td>13,033</td>
</tr>
</tbody>
</table>

Total Current Liabilities: $1,992,528

#### Long-term Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post retirement benefit payable</td>
<td>63,300</td>
</tr>
<tr>
<td>Deferred agency fees</td>
<td>58,147</td>
</tr>
<tr>
<td>Deferred on-site review fees</td>
<td>2,442,525</td>
</tr>
<tr>
<td>Other deferred revenue</td>
<td>24,656</td>
</tr>
<tr>
<td>Deferred rent</td>
<td>90,003</td>
</tr>
</tbody>
</table>

Total Long-term Liabilities: $2,678,631

**TOTAL LIABILITIES**: $4,671,159

#### Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>1,160,377</td>
</tr>
<tr>
<td>Undesignated</td>
<td></td>
</tr>
<tr>
<td>Board designated - CASF</td>
<td>122,041</td>
</tr>
</tbody>
</table>

**TOTAL NET ASSETS**: $1,282,418

**TOTAL LIABILITIES AND NET ASSETS**: $5,953,577

The accompanying notes are an integral part of these financial statements.
## Statement of Activities

For the Year Ended December 31, 2008

<table>
<thead>
<tr>
<th>Revenue and Support</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-site reviews</td>
<td>$1,977,233</td>
</tr>
<tr>
<td>Agency fees</td>
<td>1,737,438</td>
</tr>
<tr>
<td>Conference registration fees</td>
<td>848,078</td>
</tr>
<tr>
<td>Merchandise sales, net</td>
<td>60,642</td>
</tr>
<tr>
<td>Exhibitors' fee</td>
<td>41,600</td>
</tr>
<tr>
<td>Alliance fees</td>
<td>3,000</td>
</tr>
<tr>
<td>Other income</td>
<td>19,263</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,687,254</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td></td>
</tr>
<tr>
<td>Agency fees and on-site reviews</td>
<td>1,921,911</td>
</tr>
<tr>
<td>Conferences</td>
<td>1,088,821</td>
</tr>
<tr>
<td>Marketing and program development</td>
<td>559,946</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>3,570,678</strong></td>
</tr>
<tr>
<td>Supporting Service</td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>1,464,516</td>
</tr>
<tr>
<td><strong>Total Supporting Service</strong></td>
<td><strong>1,464,516</strong></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>5,035,194</strong></td>
</tr>
</tbody>
</table>

Change in Net Assets Before Net Investment Loss

Net investment loss (347,940)

**Change in Net Assets** (802,288)

**Net Assets, Beginning of Year** 2,084,706

**Net Assets, End of Year** $1,282,418

The accompanying notes are an integral part of these financial statements.
### 2008 AUDIT

**Statement of Cash Flows for the Year Ended December 31, 2008**

**Increase (Decrease) in Cash and Cash Equivalents**

<table>
<thead>
<tr>
<th>CASH FLOWS FROM OPERATING ACTIVITIES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$(802,288)</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash provided by operating activities:</td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>56,822</td>
</tr>
<tr>
<td>Unrealized loss on marketable securities</td>
<td>496,366</td>
</tr>
<tr>
<td>Changes in assets and liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>(9,779)</td>
</tr>
<tr>
<td>Inventory</td>
<td>717</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(21,366)</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>(18,488)</td>
</tr>
<tr>
<td>Accrued vacation</td>
<td>21,468</td>
</tr>
<tr>
<td>Deferred agency fees</td>
<td>(96,046)</td>
</tr>
<tr>
<td>Deferred on-site review fees</td>
<td>474,137</td>
</tr>
<tr>
<td>Other deferred revenue</td>
<td>50,633</td>
</tr>
<tr>
<td>Deferred rent</td>
<td>(5,880)</td>
</tr>
<tr>
<td><strong>NET CASH PROVIDED BY OPERATING ACTIVITIES</strong></td>
<td>146,296</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CASH FLOWS FROM INVESTING ACTIVITIES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchases of investments</td>
<td>(2,655,291)</td>
</tr>
<tr>
<td>Sales of investments</td>
<td>2,640,139</td>
</tr>
<tr>
<td>Purchases of property and equipment</td>
<td>(27,153)</td>
</tr>
<tr>
<td><strong>NET CASH USED IN INVESTING ACTIVITIES</strong></td>
<td>(42,305)</td>
</tr>
</tbody>
</table>

**NET INCREASE IN CASH AND CASH EQUIVALENTS**

103,991

**CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR**

2,227,418

**CASH AND CASH EQUIVALENTS, END OF YEAR**

$2,331,409

The accompanying notes are an integral part of these financial statements.
1. Organization and Summary of Significant Accounting Policies

Organization
The Commission on Accreditation for Law Enforcement Agencies, Inc. (the Commission) is a private, nonprofit corporation founded in 1979 to improve the delivery of public safety services, primarily through programs for law enforcement agency accreditation, public safety communications accreditation, and public safety training academy accreditation, organized and maintained in the public interest serving the United States, Canada, and Mexico. The Commission’s specific purposes include:

- to establish and maintain standards for the operation of public safety organizations;
- to administer an accreditation process that encourages applicant agencies to comply with applicable standards;
- to conduct on-site assessments of agencies’ compliance with applicable standards and to recognize compliance with standards by issuance of a certificate of accreditation;
- to conduct education, training, and research programs and to publish the results thereof;
- to develop and maintain relationships with national, regional, state, and local associations and agencies in the criminal justice and related fields.

Basis of Accounting
The financial statements of the Commission have been prepared on the accrual basis of accounting. Accordingly, revenues are recognized when earned and expenses are recognized when the obligation is incurred.

Basis of Presentation
The Commission’s financial statements have been prepared under Statement of Financial Accounting Standards (SFAS) No. 117, *Financial Statements of Not-for-Profit Organizations*. Under SFAS No. 117, the Commission is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted, temporarily restricted, and permanently restricted net assets. The Commission has no temporary or permanently restricted net assets.

Cash and Cash Equivalents
The Commission considers all highly liquid investments with an original maturity of three months or less to be cash equivalents. Money market deposit accounts included in the investment portfolio are not considered cash equivalents.

Accounts Receivable
Accounts receivable are stated at the amount management expects to collect from outstanding balances. The Commission has evaluated the accounts receivable and has determined that they are all collectible. Therefore, no allowance for uncollectible accounts has been established.

The Commission pursues collection of past due installments for agencies who have signed continuation style contracts and from new agencies that have obligated in writing to the accreditation fees and processes.

Investments
Equity investments with readily determinable fair values and all investments in debt securities are reported at fair value, with gains and losses, both realized and unrealized, included in the statement of activities. Fair values for marketable securities are based on quoted market prices, in active markets, where available.

Fair Value of Financial Instruments
In accordance with SFAS No. 157, *Fair Value Measurements*, the Commission has categorized its applicable financial instruments into a required fair value hierarchy. SFAS No. 157 defines fair value and establishes a framework for measuring fair value for those assets and liabilities that are measured at fair value on a recurring basis. The fair value hierarchy gives the highest priority to quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). For the Commission, the financial assets and liabilities reported at fair value are based upon quoted prices for identical assets or liabilities in an active market that the Commission has the ability to access (Level 1). As of and for the years ended
December 31, 2008, only the Commission’s investments, as described in Note 3 of these financial statements, were measured at fair value on a recurring basis and subject to SFAS No. 157.

**Inventory**

Inventory consists of emblems, wearables, and publications and are stated at the lower of cost or market value, on the first-in first-out basis.

**Property and Equipment and Related Depreciation and Amortization**

Property and equipment are recorded at cost. The Commission capitalizes expenditures for property and equipment in excess of $250. Depreciation of the computer database and furniture and equipment is provided for on a straight-line basis over the estimated useful lives of the assets, which range from 5 to 10 years. Leasehold improvements are amortized over the shorter of the lease term or useful life. The cost of property and equipment retired or disposed of is removed from the accounts along with the related accumulated depreciation or amortization and any gain or loss is reflected in revenue or expenses in the accompanying statement of activities. Major additions are capitalized while replacements, maintenance and repairs that do not improve or extend the lives of the respective assets are expensed as incurred.

**Revenue Recognition**

On-site reviews are recognized as revenue at the time of the on-site review. Amounts received in advance are recorded as deferred revenue.

Agency fees consist of accreditation and recognition fees and are recognized as revenue as they are earned by the Commission. Accreditation and recognition fees are deferred upon receipt and amortized on a straight-line basis over a 22-month period from the date of the contract. Should the accreditation or recognition process require less time, the unamortized balance of the accreditation or recognition fees is recognized as revenue when the process is completed. The Commission may grant a 12-month extension of the accreditation or recognition process. Fees related to extensions are amortized as revenue on a straight-line basis over a 12–month period from the date of the extension agreement.

Reaccreditation and re-recognition fees are recognized on a straight-line basis over a 36–month period from the anniversary date of the award. Should an agency withdraw from the process, any remaining deferred revenue for fees would be recognized as revenue.

Conference registration fees are recognized as revenue at the time of the conference or seminar. Amounts received in advance are recorded as deferred revenue.

Maintenance fees from the sales of the Commission Accreditation Compliance Express Program (CACE) are recorded as deferred revenue upon receipt and are recognized in merchandise revenue over a 24-month period on a straight-line basis beginning with the month of sale.

**Net Assets**

Unrestricted net assets represent the portion of expendable funds that are available for support of the Commission’s operations. Portions of unrestricted net assets have been designated by the Commission’s Board of Directors for the CALEA Accreditation Support Fund (CASF). Such funds can only be expended with Board approval.

**Functional Allocation of Expenses**

Expenses are charged to programs and supporting services on the basis of periodic time and expense studies. Management and general expenses include those expenses which are not directly associated with any other specific function but provide for the overall support and direction of the Commission.

**Use of Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**Definition of Operations**

Operating revenue and expenses generally reflect those revenues and expenses that management can influence and exclude earnings (losses) on investments and unusual transactions unrelated to the Commission’s ordinary activities.
2. Investments
As of December 31, 2008, the Commission has valued all of its investments using quoted prices in active markets for identical assets (Level 1 as described in Note 1 to these financial statements).

The Commission’s investments consisted of the following as of December 31, 2008:

<table>
<thead>
<tr>
<th>Fair Value</th>
<th>$ 1,281,861</th>
</tr>
</thead>
<tbody>
<tr>
<td>Money market funds</td>
<td>1,281,861</td>
</tr>
<tr>
<td>Mutual funds</td>
<td>999,608</td>
</tr>
<tr>
<td>U.S. Government and agency obligations</td>
<td>799,300</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 3,080,769</strong></td>
</tr>
</tbody>
</table>

Net investment returns for the year ended December 31, 2008 is consisted of the following:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividends</td>
<td>$100,352</td>
</tr>
<tr>
<td>Unrealized losses</td>
<td>(516,330)</td>
</tr>
<tr>
<td>Realized losses</td>
<td>(29,006)</td>
</tr>
<tr>
<td>Investment expenses</td>
<td>(9,364)</td>
</tr>
<tr>
<td><strong>Total net investment loss</strong></td>
<td><strong>$(454,348)</strong></td>
</tr>
</tbody>
</table>

3. Inventory
At December 31, 2008, the Commission’s inventory was comprised of the following:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Publications</td>
<td>$31,875</td>
</tr>
<tr>
<td>Emblem items</td>
<td>30,043</td>
</tr>
<tr>
<td>Wearables</td>
<td>15,003</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$76,921</strong></td>
</tr>
</tbody>
</table>

4. Property and Equipment
The Commission held the following property and equipment as of December 31, 2008:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and equipment</td>
<td>$683,649</td>
</tr>
<tr>
<td>Computer database</td>
<td>176,008</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>19,665</td>
</tr>
<tr>
<td><strong>Total property and equipment</strong></td>
<td><strong>879,322</strong></td>
</tr>
<tr>
<td>Less: Accumulated depreciation and amortization</td>
<td>(715,087)</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td><strong>$164,235</strong></td>
</tr>
</tbody>
</table>

Depreciation and amortization expense for the year ended December 31, 2008 totaled $56,822.
5. Lease Commitment
The Commission leases office space under a 10 year non-cancellable operating lease which expires February 28, 2013. Under the terms of the lease, rent escalates by 2.5% annually over the term of the lease. In addition, the landlord abated the first two months rent. Under accounting principles generally accepted in the United States of America (GAAP), lease incentives and scheduled rent increases over a lease term are recognized on a straight-line basis over the term of the lease. The difference between the GAAP rent expense and the required lease payments is recorded as deferred rent in the accompanying statement of financial position.

Future minimum lease payments, subject to increases based on operating expenses, real estate taxes and Consumer Price Index adjustments, are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$322,843</td>
</tr>
<tr>
<td>2010</td>
<td>304,564</td>
</tr>
<tr>
<td>2011</td>
<td>308,028</td>
</tr>
<tr>
<td>2012</td>
<td>315,713</td>
</tr>
<tr>
<td>2013</td>
<td>52,833</td>
</tr>
<tr>
<td>Total</td>
<td>$1,303,981</td>
</tr>
</tbody>
</table>

Rent expense for the year ended December 31, 2008 totaled $312,634.

6. Board Designated Net Assets
The Board of Commissioners designated funds from unrestricted net assets for the CALEA Accreditation Support Fund (CASF). Annually, CASF is increased by net revenue from wearable sales, earnings from CASF investments and 10% of the increase in unrestricted net assets before reduction of expenditures considered by the Board to be part of the Major Project Fund. The mission of CASF is to enhance the law enforcement, public safety communications and public safety training professions by offering financial support to qualified agencies seeking accreditation.

7. Retirement Plan
The Commission sponsors a defined contribution retirement plan in the form of a 403(b) annuity for all full time staff. The Commission contributes 15% of each employee’s base compensation beginning the first full month of employment. Employees are fully vested in the plan after one year of service. The plan permits additional voluntary contributions by the employee. Retirement expense for the year ended December 31, 2008 totaled $180,349.

8. Income Taxes
The Commission is exempt from the payment of taxes on income other than net unrelated business income under Section 501(c)(6) of the Internal Revenue Code. No provision for income taxes is required for the year ended December 31, 2008 as the Commission had no net unrelated business income.

In June 2006, the Financial Accounting Standards Board (FASB) issued FASB Interpretation No. 48 (FIN 48), Accounting for Uncertainty in Income Taxes, which is an interpretation of SFAS No. 109, Accounting for Income Taxes. FIN 48 clarifies the accounting for uncertainty in income taxes recognized in an organization’s financial statements in accordance with SFAS No. 109 and prescribes a recognition threshold and measurement attribute for the financial statement recognition and measurement of a tax position taken or expected to be taken in a tax return. FIN 48 requires the evaluation of tax positions taken or expected to be taken in the course of preparing the Commission’s tax return to determine whether the tax positions have a “more-likely-than-not” probability of being sustained by the applicable tax authority. Tax positions not deemed to meet the “more-likely-than-not” threshold would be recorded as a tax benefit or expense in the current year. FIN 48 also provides guidance on de-recognition, classification, interest and penalties, accounting in interim periods, disclosure and transition. Any cumulative effect from the change in accounting principle resulting from the application of FIN 48 is to be recognized as an adjustment to opening net assets.
In December 2008, the FASB issued FASB Staff Position (FSP) FIN 48-3, *Effective Date of FASB Interpretation No.48 for Certain Nonpublic Enterprises*. FSP FIN 48-3 permits an entity within its scope to defer the effective date of FIN 48, to its annual financial statements for fiscal years beginning after December 15, 2008. The Commission has elected to defer the application of FIN 48 for the year ending December 31, 2008. The Commission evaluates its uncertain tax positions using the provisions of FASB Statement 5, *Accounting for Contingencies*. Accordingly, a loss contingency is recognized when it is probable that a liability has been incurred as of the date of the financial statements and the amount of the loss can be reasonably estimated. The amount recognized is subject to estimate and management judgment with respect to the likely outcome of each uncertain tax position. The amount that is ultimately sustained for an individual uncertain tax position or for all uncertain tax positions in the aggregate could differ from the amount recognized.
### 2008 AUDIT

**Schedule of Functional Expenses**

*for the Year Ended December 31, 2008*

<table>
<thead>
<tr>
<th></th>
<th>Program Services</th>
<th>Supporting Service</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Agency Fees</td>
<td>Conferences</td>
<td>Marketing and Program Development</td>
<td>Total Program Services</td>
<td>Management and General</td>
</tr>
<tr>
<td>Accreditation on-site reviews</td>
<td>$1,594,234</td>
<td>$ -</td>
<td>$ -</td>
<td>$1,594,234</td>
<td>$ -</td>
</tr>
<tr>
<td>Salaries</td>
<td>195,535</td>
<td>169,464</td>
<td>351,964</td>
<td>716,963</td>
<td>586,606</td>
</tr>
<tr>
<td>Conference expense</td>
<td>-</td>
<td>833,942</td>
<td>-</td>
<td>833,942</td>
<td>-</td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>51,663</td>
<td>44,774</td>
<td>92,993</td>
<td>189,430</td>
<td>154,988</td>
</tr>
<tr>
<td>Rent</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>293,193</td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>13,692</td>
<td>11,866</td>
<td>24,645</td>
<td>50,203</td>
<td>41,076</td>
</tr>
<tr>
<td>Major project expenses</td>
<td>36,808</td>
<td>-</td>
<td>18,223</td>
<td>55,031</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>54,532</td>
</tr>
<tr>
<td>Promotion</td>
<td>-</td>
<td>-</td>
<td>50,126</td>
<td>50,126</td>
<td>-</td>
</tr>
<tr>
<td>Postage and freight</td>
<td>6,014</td>
<td>5,212</td>
<td>10,825</td>
<td>22,051</td>
<td>22,006</td>
</tr>
<tr>
<td>Convention and conferences</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>43,712</td>
</tr>
<tr>
<td>Professional fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>42,644</td>
</tr>
<tr>
<td>Insurance</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>40,324</td>
</tr>
<tr>
<td>Travel</td>
<td>16,826</td>
<td>-</td>
<td>3,569</td>
<td>20,395</td>
<td>19,392</td>
</tr>
<tr>
<td>Equipment maintenance</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>31,818</td>
</tr>
<tr>
<td>Printing</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>31,613</td>
</tr>
<tr>
<td>Telephone</td>
<td>4,223</td>
<td>3,660</td>
<td>7,601</td>
<td>15,484</td>
<td>12,668</td>
</tr>
<tr>
<td>Equipment rental</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>26,091</td>
</tr>
<tr>
<td>Exhibit expense</td>
<td>-</td>
<td>19,903</td>
<td>-</td>
<td>19,903</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>23,170</td>
</tr>
<tr>
<td>Supplies</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>19,737</td>
</tr>
<tr>
<td>Service charge</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>18,656</td>
</tr>
<tr>
<td>Awards committee</td>
<td>2,916</td>
<td>-</td>
<td>2,916</td>
<td>-</td>
<td>2,916</td>
</tr>
<tr>
<td>Amortization</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,290</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$1,921,911</strong></td>
<td><strong>$1,088,821</strong></td>
<td><strong>$559,946</strong></td>
<td><strong>$3,570,678</strong></td>
<td><strong>$1,464,516</strong></td>
</tr>
</tbody>
</table>